



REQUIREMENTS FOR ATTENDING SHENANDOAH VALLEY WORKFORCE DEVELOPMENT BOARD MEETINGS

The state of emergency in Virginia was lifted on July 1, 2021 and the SVWDB is required to return to in person public meetings. Following best practices and procedures associated with the pandemic disaster and City of Harrisonburg Guidelines for Public Meetings, all meeting attendees must follow these public safety guidelines when attending Shenandoah Valley Workforce Development Board meetings.

- If you are sick or experiencing symptoms of Covid-19, please stay home and do not attend the meeting.
- All meeting attendees are required to wear a mask.
- Social distancing of at least 6 feet is required.

Thank you for helping to keep everyone safe!

Updates will be provided if there are changes in pandemic safety guidelines for public meetings.

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TDD: VA Relay Center: 711 or 800.828.1120

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This workforce product was created using 100% of federal U. S. Department of Labor Employment and Training Administration Workforce Innovation and Opportunity Act (WIOA) award of \$1,460,148 (#AA-33260-19-55-A-51) made to Page County on behalf of the Shenandoah Valley Workforce Development Area by the pass-through entity, the Virginia Community College System. No costs of this product were financed by nongovernmental sources. The information contained herein does not necessarily reflect the official position of the U.S. Dept. of Labor.



*Building partnerships to create workforce opportunities that cultivate business,
grow jobs, develop people, and build community.*

SVWDB Board of Directors Meeting
Thursday, October 14, 2021, 10:00 a.m. – 12:00 p.m.
Harrisonburg City Hall, Council Chambers
409 South Main Street, Harrisonburg, VA

- Call to Order** Jeff Stapel
- Roll Call Joan Hollen
 - Quorum Status
 - New Board Member Welcome Jeff Stapel
- Approval of Minutes** Jeff Stapel
- Meeting Minutes – February 3, 2021, May 13, 2021, June 17, 2021 **(vote required)**
- Committee Reports**
- Executive Committee Jeff Stapel
 - Board Meeting Discussion: Format meeting options, quorums, alternates, dates
 - New Member and Member Orientation
 - Finance Committee Jo Lee Loveland Link
 - Budget Review PY 21 **(vote required)**
 - Audit Status
 - Financial Leadership Training
- WIOA Operations** Jeff Stapel
- Adult/Dislocated Worker Waiver Status **(vote required)** Sharon Johnson
 - One Stop Operator Waiver **(vote required)**
 - Youth Waiver Status **(vote required)**
 - Eligible Training Provider Certifications **(vote required)**
 - Job Fairs and Employer Events Kaystyle Madden
 - VEC New Unemployment Insurance System Chris Pope
- Workforce Initiatives** Jeff Stapel
- Workforce System and Organization Strategic Planning Next Steps Sharon Johnson
 - Network2Work Update and Next Steps
 - Return to Earn Grant Criteria Update Joan Hollen
 - Job Starter: Advanced Manufacturing Training Debbie Melvin
 - Building Maintenance Technician Program (video) Sharon Johnson
 - Outreach and Engagement Opportunities
- Other Business** Jeff Stapel
- 2022 SVWDB Board Meeting Dates
- Public Input (Rules and Guidelines attached)** Jeff Stapel
- Adjournment** Jeff Stapel

Next SVWDB Board Meeting: January 13, 2022, 10:00 a.m. – noon, Location TBD

Public Input Rules and Guidelines

- 1) Citizens desiring to speak during the public input period must sign in on the Public Input Sign-in sheet to provide information which includes printed name, organization (if applicable) and input topic. This will allow for citizens to be recognized by the Chairman of the Board during the Public Input period.
- 2) Individuals should stand when recognized by the Chairman of the Board; speak their name, organization (if applicable) and input topic.
- 3) Individuals should direct input to the Chairman of the Board.
- 4) Individuals are limited to no more than five (5) minutes. The time limit applies per individual and not per topic. Individual input to address multiple topics is limited to five minutes.
- 5) Individuals representing a group of citizens are limited to five (5) minutes; members comprising the group represented forfeit their individual time to speak.
- 6) When there are multiple individuals requesting time for public input on a single topic and the input is the same, at the Chairman of the Board's discretion, the number of speakers may be limited in order to make effective use of Board member's time and to allow an opportunity for input on multiple topics to be heard by the Board.
- 7) All citizens are strongly encouraged to put their comments in writing to the Board prior to the meeting for inclusion in the Board materials. Such written comments should be submitted to the SVWDB office the Monday prior to the Board meeting.

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Welcome New SVWDB Board Members

Please join us in welcoming the following new members to the Shenandoah Valley Workforce Development Board of Directors:

Cindy Bolan, Human Resources Manager, ComSonics, Inc.
Private Sector member representing the City of Harrisonburg

Barton B. Brown, II, President, Lexington Solutions Group
Private Sector member representing Rockbridge County

Walter J. Carter, General Manager, Virtex
Private Sector member representing the City of Waynesboro

Benjamin Craig, Executive Director, WayToGo
Community Based Organization - Harrisonburg

Michael Crider, Engineering Manager, F. R. Drake
Private Sector member representing the City of Waynesboro

Howard Feldstein, Program Manager, NW Works
Community Based Organization - Winchester

Jason Miller, Director, Bath County Department of Social Services
Department of Social Services member representing Bath County



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**Joint Meeting of SVWDB Board of Directors and Chief Elected Officials Consortium
February 3, 2021, 10:00 a.m. – 12:00 p.m.
Virtual Zoom Meeting**

Call to Order and Welcome: Chair Jeff Stapel called the meeting to order at 10:00 a.m. and read the notice of electronic meeting (See attached *Notice of Electronic Meeting 2.3.21*)

Roll Call: The roll was called and a quorum of the Board and Consortium were present. (See attached *Attendance Roll Call 2.3.21*)

Approval of Minutes: The minutes of the October 8, 2020 SVWDB Board of Directors meeting were presented for approval. Motion by John Downey to approve the minutes of the October 8, 2020 SVWDB Board of Directors meetings as presented. Second by Randy Doyle. Motion passed unanimously by roll call vote. (See attached *Board and Consortium Vote Roll Call 2.3.21*)

Executive Committee Reports

Eligible Training Provider/Program Certification: Chair Stapel reported that the Executive Committee reviewed the performance metrics of 142 Eligible Training Provider (ETP) programs being considered for annual recertification. To be recertified, ETP programs must meet or exceed a 50% participant training completion rate and 65% credential attainment rate by program completers. ETP programs under consideration for recertification met the required completion and credential attainment rates and were approved. In cases where a participant enrolls in an ETP program that is under consideration for approval and the timing of the next Board meeting does not allow for approval in time for the participant to enter training, the SVWDB CEO can provisionally approve the training program to allow the participant to enter training. Eleven programs in logistics and healthcare were provisionally approved for recertification by the CEO and ratified today by the Executive Committee. Two new ETP program applications for Pharmacy Technician and Medication Aide were received from Empowering Health Education. The applications were considered to be complete and were approved by the Executive Committee.

Policy Updates: Policy updates to address deficiencies identified in the PY19 Annual Compliance Review were reviewed and approved by the Executive Committee. The Youth Work Experience, Personal Identifying Information, and Priority of Services policies were updated and approved. The policies will be submitted to VCCS to complete the PY19 Annual Compliance Review.

Network2Work Update: Sharon Johnson reported that Ridge Schuyler, the creator of Network2Work, has been retained by the Governor's office to oversee the implementation of Network2Work in the Piedmont, Shenandoah Valley, Hampton Roads, and Greater Richmond pilot sites. Network2Work is a community based approach to workforce development that leverages community-based networks to connect job seekers with the skills and resources they need to find employment despite barriers that might include lack of childcare, transportation, or basic job readiness. The Network2Work App is expected to be complete in March or April. Work is underway in the Shenandoah Valley to develop an asset map of service providers in the region that can be connected to job seekers through the App.

One-Stop Operator Waiver: Sharon Johnson reported that SVWDB received no proposals to two One-Stop Operator Requests for Proposal released in May and June of 2020. The One-Stop Operator is a required position under WIOA that oversees center management and builds partnerships within the One-Stop system. With the centers closed due to the pandemic, the SVWDB has provided One-Stop Operator services. SVWDB will submit a waiver to the State to continue providing One-Stop Operator services through 6.30.21. A new Request for

Proposals for One-Stop Operator will be developed for PY21-22 to seek an innovative partnership that can assist in aligning service delivery with the challenges associated with the pandemic.

VCW Center Functions: Sharon Johnson reported that Virginia Career Works Centers in the Shenandoah Valley continue to be closed to the public due to the pandemic. Centers are still receiving a significant number of Unemployment Insurance inquiries and not many people are looking for jobs. Center staff are working hard to conduct outreach and are continuing to provide services and enroll participants virtually.

LWDA 4 Local and Strategic Plan

Presentation of LWDA 4 Strategic Plan: Sharon Johnson reported that the Board is developing a strategic plan that supports the LWDA 4 Local Plan and provides a Business Plan for the work of the SVWDB over an 18 month period beginning July 2021. Lori Strumpf of Strumpf Associates was engaged to lead strategic plan development for the SVWDB. Ms. Strumpf was highly recommended and has worked with many workforce boards across the nation. She is familiar with WIOA and has a great depth of understanding of the public workforce system. Sharon turned the floor over to Lori Strumpf to review the strategic plan.

Lori Strumpf directed meeting participants to the proposed Strategic Plan in the meeting packet and provided an overview of the process to develop the strategic plan. SVWDB Board members were engaged in the strategic planning process by participating on the Strategic Planning Team or a focus group. Focus groups were held with Board members, partners, employers, and job seekers to identify strategic challenges facing the workforce system over the next 18- months.

The Strategic Planning Team engaged in discussion about workforce services and identifying the customer(s) of the workforce system. Value propositions for businesses and job seekers were developed along with Board goals, strategies, and outcome measures. When the plan is approved, tasks, outcomes, and metrics will be identified. Roles of the Board were identified as catalyzing change, convening workforce system stakeholders, collaborating, advocating, strategically investing, and system building.

SVWDB Strategic Priorities July 2021-December 2022:

1. Develop and deliver workforce services to individuals who are underemployed, underrepresented, and/or underserved to expand the talent pipeline of youth and adults.
2. Create a collective impact strategy to influence the labor force participation rate in the region.
3. Create a collective impact strategy to promote family sustaining wages.

SVWDB Strategic Goals July 2021-December 2022:

1. Strategic Goal 1: Build awareness and identity of the SVWDB and the workforce system's opportunities and supports.
2. Strategic Goal 2: Create, support, and sustain a talent pipeline for SVWDB's targeted industries.
3. Strategic Goal 3: Implement a system-wide approach to developing the essential work ready skills and executive functioning skills employers require for the current and future workplace.

The Strategic Plan places an emphasis on delivering services to the underemployed, under represented, and underserved people in our communities that do not earn a family sustaining wage, also referred to as A.L.I.C.E. (asset limited, income constrained, employed). For additional information and details of strategic priorities and goals see attached *SVWDB Strategic Plan Presentation_Final 2.3.21*.

The floor was opened for questions. Roy Norville commented that the Strategic Plan was well developed and he looked forward to using it in his business. Chair Stapel commended Lori Strumpf for her work developing the strategic plan and thanked the Board and partners for their engagement in developing a plan that will transform the workforce delivery system. Robin Sullenberger noted that the strategic planning process led to the development of a living document that will be used and not placed on a shelf. There were no additional questions. Chair Stapel called for a vote on the SVWDB Strategic Plan.

Motion by Robin Sullenberger to approve the SVWDB Strategic Plan as presented. Second by John Downey. Motion passed unanimously by a roll call vote of the Board and Consortium. (See attached *SVWDB Board and Consortium Vote Roll Call 2.3.21*)

Presentation of LWDA 4 Plan 2020-2024: Sharon Johnson reported that the Local Plan is a WIOA requirement that is completed every four years with input and approval by Board and Chief Elected Officials Consortium. The Local Plan is required to align with the Virginia Combined State Plan and include a strategic plan that is specific to each workforce area. To guide consistency with the Virginia Combined State Plan, the Local Plan is developed following a template of questions provided by the state. The LWDA 4 Plan 2020-2021 is an action plan to develop, align, and integrate service delivery, to direct investments to job-driven service delivery strategies, and enable partners to build a skilled workforce through innovation and alignment of resources. The Local Plan includes a Strategic Action Plan that will be further developed into an operational business plan that includes outcomes and timelines for completion. For details of the Local Plan see attached *Local Plan Board CEO Presentation 02.03.2021*, [SVWDB LWDA 4 Plan 2020-2024](#) and [SVWDB LWDA 4 Strategic Action Plan 2020-2024](#).

If the LWDA 4 Plan – 2020-2024 is approved by the Board and Consortium today, the plan will be released for a two week public comment period, comments received will be considered, and the Plan will be submitted to the WIOA Title I Administrator on March 1. The Plan will be evaluated by a state team for compliance and initial feedback will be provided to the Board by April 10. The Board will have an opportunity to respond to any deficiencies identified during the state review and a second evaluation period will be conducted by the state between May 12 and June 11. The results of the second evaluation will be provided to the Board by June 18 with a goal of final approval by the state by June 30.

Sallie Wolfe-Garrison asked where the plan will be posted for public comment. The plan will be posted on the SVWDB web site <https://vcwvalley.com/about/local-plan-2020-2024/>, on Virginia Career Works social media platforms, and distributed by press release to the media and SVWDB distribution lists.

Motion by Roy Norville to approve the local plan and post for public comment, consider comments received, and submit to the state WIOA Title Administrator by March 1. Second by John Downey. Motion passed unanimously by a roll call vote of the Board and Consortium. (See attached *SVWDB Board and Consortium Vote Roll Call 2.3.21*)

Chair Stapel stated that organizational planning will proceed with an evaluation of the infrastructure and resources needed to implement the Strategic Plan.

Finance Committee Report

Final Audit/Form 990 for Year ending June 30, 2020: Finance Committee Chair Loveland-Link reported that the PY20 Audit was completed and there were no findings. Meeting participants were asked to review the PY20 year-end financial statements in the meeting packet. The Board will evaluate additional revenue sources and work to leverage additional funding to support the work of the Board.

Overview of Financial Responsibilities: Chair Stapel turned the floor over to Lori Strumpf to provide an overview of how the SVWDB carries out the fiscal responsibilities of WIOA.

Ms. Strumpf began the financial leadership training by explaining that the Workforce Innovation and Opportunity Act (WIOA) is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. WIOA funding flows from the federal government to the state and is then allocated to local workforce boards to carry out the provision of WIOA services in the local workforce area.

Local Elected Officials play an important role in the administration of WIOA funding. Local Elected Officials come together to create a Local Elected Official Consortium Agreement that establishes the duties and responsibilities of the Consortium as well as a process to pay back disallowed costs under WIOA. Local Elected Officials designate a fiscal agent and grant recipient for the receipt and management of WIOA funds and are responsible and liable for WIOA funds allocated to the local workforce development area for WIOA Adult, Dislocated Worker, and Youth programs. Page County is the grant recipient and the SVWDB is the fiscal agent for WIOA funds in LWDA 4. To date, SVWDB has had no disallowed costs in the administration of WIOA funding. Local Elected Officials are also responsible for making sure an annual audit is conducted to ensure proper accounting records.

The SVWDB operates on a program year starting July 1 and ending June 30. The Adult, Dislocated Worker, and Youth funds are separate funding streams that must be managed separately. States allocate WIOA funds to local

workforce boards based on a formula defined through legislation. The amount of WIOA funding allocated for the program year is not known at the beginning of the program year due to late Congressional budget approval. This is a source of frustration for workforce boards and causes the program year funding to be estimated resulting in a budget revision when the funding allocation is known. A best practice is to begin the local budget process in February with three projected budget scenarios: a budget with stable funding, a budget with a 10% increase, and a budget with a 10-15% decrease. Recently, there have been no increases in WIOA funding and the SVWDB expects future funding to remain flat or be reduced.

Financial leadership training concluded with an overview of the workforce system and the strategic position SVWDB fulfills as a convener and catalyst of the workforce system. For additional information on Workforce Board and Local Elected Official Consortium requirements and funding structure see attached *SVWDB Financial Overview*.

Budget Re-forecast Review and Comparative Analysis: Finance Director Joe Kennedy presented a budget re-forecast of WIOA funding that is conducted quarterly to monitor spending. The reforecast shows the percent of budget spent compared to the amount budgeted. Examining the re-forecasted budget helps determine if adjustments are needed to bring spending in line with the forecast budget. Joe asked if anyone had questions and invited people to email questions they have about the budget process to jkennedy@vcwvalley.com.

Finance Chair Loveland-Link reported that the Finance Committee is recruiting new members and invited anyone interested to contact Board staff.

Morgan Phenix suggested that when a budget item stands out at 134% and the rest of the budget percentages are lower, an explanation would be helpful to understand why the item is higher than forecast. Joe responded that the higher budget percentage was due to reallocation of expenses to programs.

Chair Stapel invited Board and Consortium members to share feedback and email Joe with questions about SVWDB finances. Staff wants Board and Consortium members to have sufficient information to understand the SVWDB's financial structure and reporting.

Valley2Virginia Advisory Council: Meeting participants were referred to the Valley2Virginia Grant report in the meeting packet. The grant is gearing down and concludes on June 30, 2021. Debby Hopkins has taken a position with another company but is still working part-time with V2V to get grant participants into employment, pre-apprenticeship, and apprenticeship. Several V2V staff members will remain on staff to support the grant through the end of June.

Other Business: Chair Stapel closed the meeting by thanking participants for attending. This meeting set the framework for the future work of the SVWDB. There was no other business.

Public Input: There was no request for public input.

Adjournment: There being no further business to come before the Board, the meeting adjourned at 11:57 a.m.

Respectfully submitted,
Joan Hollen

Next SVWDB Board Meeting: April 8, 2021, 10:00 a.m. – noon, Location: Zoom

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**Called Meeting of SVWDB Board of Directors and Chief Elected Officials Consortium
May 13, 2021, 10:00 a.m. – 12:00 p.m.
Virtual Zoom Meeting**

Call to Order and Welcome: Chair Jeff Stapel welcomed attendees to the Joint meeting of the of SVWDB Board of Directors and Chief Elected Officials Consortium and called the meeting to order at 10:00 a.m. The notice of electronic meeting was read. (See attached *Notice of Electronic Meeting 5.13.21*).

Roll Call: The roll was called for the SVWDB Board of Directors and the Chief Elected Officials Consortium. Quorums of private sector board members, public sector board members, and Chief Elected Officials were present. (See attached *Attendance Roll Call 5.13.21*)

Strategic Board Business

Chair Stapel reported that a lot of planning has taken place to develop a strategic plan that positions the SVWDB to be the most highly effective workforce board we can be. Best practices to accomplish the strategic plan are being presented today for consideration. Chair Stapel turned the discussion over to Sharon Johnson.

Strategic Planning Recap: Sharon Johnson presented a recap of the workforce system strategic plan recently developed to guide the work of the SVWDB and provide a foundation for the Local Workforce Development Area 4 Plan 2020-2024. The strategic plan included three goals for the workforce system.

Strategic Goal 1: Build awareness and identity of the Workforce Development Board and the workforce system's opportunities and supports.

Strategic Goal 2: Create, support and sustain a talent pipeline for SVWDB's targeted industries.

Strategic Goal 3: Implement a system-wide approach to developing the essential work ready skills and executive functioning skills employers require for the current and future workplace.

Organization Strategic Planning Status: The Organization Strategic Planning Committee examined the current structure and functions of the SVWDB to assure alignment with the new strategic plan, expand services to job seekers and employers, diversify resources to expand service capacity, and to become the "go to" resource for workforce issues and advocacy in the region and state. The Strategic Planning Committee performed due diligence that included discussions of pros and cons of the proposed plan, facilitator led discussions, research of various workforce board models, interviews with local workforce board executives, meetings with key partners, and an attorney's review of the current and proposed board structure. The attorney concluded that there is no impediment to changing the board structure of the SVWDB if that is the wish of the Board of Directors and Chief Elected Officials. All proposed changes are procedural and a partnership agreement will clarify the respective roles and responsibilities of the board and committees. The attorney's review of the proposed restructuring is available upon request.

Organization Strategic Planning Recommendations: Chair Stapel explained that the primary reason for the proposed restructure of the SVWDB is to expand and grow the regional workforce system and evolve to a more strategic thinking and highly effective organization. Functions envisioned for the regional workforce system and supported by the proposed organization structure include:

- Workforce system strategic policy setting
- Resource development for capacity building
- Positioning workforce development for awareness, relevancy, and sustainability

A diagram of the proposed Board restructuring was presented and discussed. Under the proposed structure, a new incorporated board is established and the corporation/501c3 status of the current SVWDB board is moved to the new board, the incorporated board. The current SVWDB board will become an unincorporated WIOA policy setting and governance board that meets WIOA regulations. The new smaller incorporated board focus on resource expansion and execution of the policies and strategies set by the unincorporated SVWDB Board. Both Boards contribute to building awareness, relevancy, and sustainability of the workforce system. Committees under the proposed structure are joint committees with representation on both boards. A Chief Elected Consortium representative will serve on both Boards. The new incorporated board will continue to be the fiscal agent and staff will support the work of the CEO Consortium, both boards, and committees.

Organization Restructuring Discussion: Chair Stapel asked for comments from Board members that participated in the strategic planning process.

Chris Pope stated that after going through the planning process and seeing the options, the proposal under consideration is the direction the Board needs to take to continue the growth and sustainability of board leadership and effectiveness provided by SVWDB in the region, the state, and nationally. The restructuring plan will allow SVWDB to grow and expand to keep up with larger Boards in Virginia and the nation. The proposed plan is a positive step forward and provides additional value by creating an opportunity to grow the workforce staff professionally and bring new talent to the workforce community.

Robin Sullenberger noted that he has been involved in workforce development for a long time and he sees the plan as a step in the right direction. The process was thoughtful and will allow for more efficiency and less bureaucracy, which has always encumbered the workforce process. Sharon and Jeff have led the SVWDB in exemplary fashion and the region has a strong reputation of commitment to a quality workforce and organizational structure. Robin endorsed the restructuring.

Randy Doyle reiterated that the planning process was diligent, thorough, well facilitated, and thought provoking with lots of different input. Randy endorsed the restructuring.

John Downey thanked Lori Strumpf for facilitating the planning process and bringing the SVWDB to this point with a well thought out plan.

Jo Lee Loveland Link noted that the SVWDB stands at a nexus between job seekers and employers, which is not replicated in the Valley or Virginia. The planning process was a remarkable experience that resulted in a solid foundation for future growth.

Chair Stapel echoed the sentiments of Dr. Downey. Having Lori Strumpf from Strumpf and Associates facilitate the planning process gave us access to her vast knowledge of the workforce system and unique ability to organize the team and keep them on track in a way that was supportive and directive. Lori was a key member of our team and I want to thank her for leading our team through this process.

Lori Strumpf thanked Chair Stapel and Dr. Downey for their comments. The new proposed structure is a way to achieve the vision of the strategic plan, which is thoughtful and forward thinking. The plan will require more resources than WIOA funding. As Chris said, the intent of the proposed structure is to expand resources, which includes people. It is a way to have the Workforce Development Board focus on policy and future direction. The new incorporated Board will be an operating entity that can streamline the process and move forward with less bureaucracy.

Chair Stapel opened the floor to questions from the Board and Chief Elected Officials.

Greg Hitchin from the City of Waynesboro concurred with the plan direction and comments. Greg asked who would be considered for membership on the new Board and how would members be selected? Sharon Johnson responded that we want to make sure that the new incorporated Board is a smaller board that is flexible and adaptable. We want to concentrate on board members with expertise and knowledge of resource development in our region. Fundraising will be a critical part of the new board. We know our goals are aspirational and that WIOA funding is a foundation for our work but not sufficient to address what we want to accomplish in the future. We will seek individuals interested in resource diversification and fundraising. The incorporated board may or may not include members of the current board because the new Board may require a different skill set and interest than those of our current Board members. We do know the Chief Elected Officials are critically important to both Boards, the committees, and everything we do. Chief Elected Officials have an opportunity to be involved with both Boards.

Morgan Phenix, Chair of the SVWDB Chief Elected Officials Consortium, thanked Sharon Johnson and staff for their quick reaction to the need for change. He was impressed by the plan and proud to be a part of it.

Robin Sullenberger recommended that the economic development community stay strategically involved in this process moving forward. The Valley has an identified lack of people in terms of the ability to fill jobs going forward. Conversation has taken place to identify the "client" of our services and the client is both the employer and the job seeker. Input from the private sector is crucial and economic development people are the conduit between the workforce board and the employer.

Chair Stapel acknowledged the momentum built through the planning process and would like to move forward with a vote on the proposed restructuring plan. The Board does not want to push through a plan that people have misgivings about and asked if there were any additional concerns or questions. Hearing no concerns or questions, the Chair called for a vote on the restructuring plan.

SVWDB Board of Directors Vote: Motion by Wes Dove to accept the Organization Strategic Planning recommendations to restructure the board and committee functions as presented. Second by Chris Pope. There was no further discussion. A roll call vote was taken and the motion passed unanimously.

SVWDB Chief Elected Officials Vote: Motion by John David Smith, II to accept the Organization Strategic Planning recommendations to restructure the board and committee functions as presented. Second by Greg Hitchin. There was no further discussion. A roll call vote was taken and the motion passed unanimously.

Chair Stapel thanked Board and Consortium members for attending and helping us move forward with a plan for the future. Sharon Johnson thanked the Board and Chief Elected Officials for their attendance and engagement with the SVWDB. She expressed appreciation to economic development partners, City Managers and County Administrators and looks forward to working with them under the new structure.

Other Business: There was no other business.

Public Input: There was no request for public input.

Adjournment: There being no further business to come before the Board and Consortium, the meeting adjourned at 10:56.a.m.

Respectfully submitted,
Joan Hollen

**Mark Your Calendar for the next Joint Meeting of the SVWDB Board and Chief Elected Officials Consortium
June 17, 2021, 10:00 a.m. – noon, Location: Zoom**

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Joint Meeting of SVWDB Board of Directors and Chief Elected Officials Consortium

June 17, 2021, 10:00 a.m. – 12:00 p.m.

Virtual Zoom Meeting

Welcome and Call to Order: Chair Jeff Stapel welcomed attendees to the Joint meeting of the SVWDB Board of Directors and Chief Elected Officials Consortium and called the meeting to order at 10:00 a.m. The notice of electronic meeting was read. See attached *Notice of Electronic Meeting 6.17.21*.

Roll Call: The roll was called for the SVWDB Board of Directors and the Chief Elected Officials Consortium. No quorums were present. See attached *Attendance Roll Call 6.17.21*.

SVWDB Staff Present: Sharon Johnson, Bonnie Zampino, Joan Hollen, Scott Carlson, Kaystyle Madden

Guests Present: Debby Hopkins, Kathy Kalisz, Kevin Coffman, Ashley Moslak, Christina Jones, Kevin Ratliff, Deirdre Williams, Greg Vaughn

Approval of Minutes: In the absence of a quorum to vote on the minutes of the May 13, 2021 Joint Board and Consortium meeting, Chair Stapel asked if there were any changes to the minutes. No changes were requested.

Committee Reports

Executive Committee

Operations Business Plan Highlights: Sharon Johnson referred to page 6 of the meeting packet and reported that the staff Operations Planning Team continues to work with Lori Strumpf to develop the activities, responsibilities, timeline, and budget for the business plan that supports the recently approved workforce system strategic plan.

Organizational Restructuring Update: On May 13, the SVWDB Board of Directors and Chief Elected Officials Consortium approved recommendations to move forward with establishing a new “incorporated” board, maintain the current SVWDB board as the WIOA board and create four committees. Sharon Johnson reviewed activities outlined on page 8 of the meeting packet to accomplish the organizational restructuring of the SVWDB. The current Chief Elected Officials Consortium Agreement and Bylaws will require revision and an agreement between the Chief Elected Officials Consortium and SVWDB will be developed to meet WIOA requirements. Board staff will be contacting local governments to present the revised Consortium documents at future meetings of the Board of Supervisors and City Councils in the region.

Workforce Consulting Contract: Requests for proposals for Workforce Consulting Services closed in May. One proposal was received from Strumpf Associates. The Workforce Consulting Services contract was awarded to Strumpf Associates to provide support for implementation of programs and activities in the workforce and operations strategic plans.

Finance Committee

Budget Update: Finance Chair Link reported that the draft budget presented at the May 13 board and consortium meeting was updated to reflect an increase in WIOA funding and add the recently received Return to Earn grant. Budget line items 24-38 represent specific funds allocated to support operations plan initiatives. The budget reflects a carry-over of funds in the amount of \$582,330 for program year 2022-2023. Sharon Johnson explained that WIOA funding allocations are for a two-year period and the carry over funding is reserved for year two

funding. New program year funding can be spent in July, but the funding is not received until October or November. This lag in the receipt of WIOA funds requires funding to be carried over from the previous year to allow for continued operations. Chair Stapel added that the carry over funds are not a slush fund. They are essential budget management practices to maintain services and pay staff.

WIOA Requirements

Workforce Center Reopening: Sharon Johnson reported that the Virginia Career Works Centers in Harrisonburg, Fishersville and Winchester will reopen on July 1 provided a security guard is in place at each center. SVWDB received funding to pay for center security guards from June 14 through September 30. The Harrisonburg center has a security guard in place and the security company, Allied Universal, is working to find security guards for the Fishersville and Winchester centers.

Centers will be open for career services only with resources and staff available to help people find a job, get training, or receive supportive services for employment barriers. The centers have had very little demand for job services. We are hoping we will see more individuals interested in job search. If someone needs help with Unemployment Insurance, they will be directed to the VEC appointment-scheduling link for Unemployment Insurance inquiries.

One Stop Operator Status: No proposals were received for the One Stop Operator RFP that was released in April. Last year the SVWDB announced two separate Request for Proposals for One Stop Operator services. When no proposals were received, a waiver request was developed and approved by the state to allow SVWDB to provide One Stop Operator services. Staff is currently evaluating all options for sourcing One Stop Operator services.

WIOA LWDA 4 Plan 2020-2024 Status: The LWDA 4 Plan 2020-2024 was approved by the Board of Directors and Chief Elected Officials Consortium on February 3, 2021 and submitted to the state for consideration. The plan was accepted with no modifications and forwarded to the Governor with a recommendation for approval. Appreciation was expressed to the Board and Consortium for their support and work to develop the Local Plan.

SVWDB Board of Directors Certification: Certification of the SVWDB Board of Directors is required every two years. WIOA mandates that workforce board membership represent specific percentages of private sector, public sector, labor union, registered apprenticeship, community based organizations, and education members. The SVWDB Board of Directors Certification met the WIOA membership requirements and will be sent to the Governor with a recommendation for approval.

WIOA One Stop Center Certification Status: One Stop centers are required to be certified every 3 years. Workforce boards providing One Stop Operator services through a state approved waiver cannot conduct certification of their centers. A team of state appointed partners will work with SVWDB on the center review and certification using a methodology that requires board member participation. Board members are needed to participate in staff interviews and documentation review. Board staff will reach out to board members in the fall to assist with center certification.

Youth and Adult/Dislocated Worker Waiver: SVWDB received a waiver to provide Youth, Adult, and Dislocated Worker program services for the past program year and it is time to reapply for the waiver. The Executive Committee reviewed the waiver request and voted to move forward with the waiver request. The waiver request was on the agenda for a vote at today's meeting but no quorum is present to conduct business. The waiver will be presented to the Board for a vote at the October board meeting.

Yolanda Shields asked if service provider waivers are historically used or if the need for waivers is pandemic related. Sharon Johnson responded that service provider waivers have been a trend in Virginia starting with the change from WIA to WIOA. The use of waivers has increased in the last four years due to reductions in WIOA

funding and challenges with meeting program expectations. Vendors need to run numerous programs with consistent programming across different states to make it economically feasible to contract as a service provider. Vendor programs do not always align with Board initiatives. To successfully design, implement and manager innovative programs that align with the workforce region, it helps if the Board runs the programs themselves.

Jo Lee Loveland Link noted that program service vendors have been reluctant to expose the fact that they work on behalf of the board and people do not understand the role the board plays in providing workforce services. Chair Stapel added that using a service provider in a large urban area might be more cost effective for a service provider than seeking contacts in rural areas like the Shenandoah Valley and Roanoke. Yolanda is interested in seeing if service provider waivers are trending in other states and she will reach out to her workforce board contacts in Tennessee to see if service provider waivers are being utilized.

Workforce Initiatives

Valley to Virginia (V2V) American Apprenticeship Initiative: Chair Stapel introduced Debby Hopkins, Project Manager for the V2V American Apprenticeship Initiative. Debby presented the final report on the V2V American Apprenticeship Initiative grant that concluded on June 30, 2021. See *Valley to Virginia (V2V) Project Report Final 6.17.21* presentation.

Chair Stapel thanked Debby and her staff for the work and accomplishments achieved through the American Apprenticeship Initiative grant. The grant staff set a standard for future registered apprenticeship opportunities and initiatives. Jo Lee Loveland Link complimented the V2V team for being role models in the field of Registered Apprenticeship

Return to Earn Initiative: Sharon Johnson provided information on the Return to Earn Initiative and directed meeting participants to page 10 of the meeting packet for grant eligibility requirements. SVWDB received \$117,000 from the Governor's office to match employer paid hiring bonuses up to \$500 per eligible employee to incentivize and support individuals returning to the workforce. For additional information and application visit https://vcwvalley.com/return_to_earn_grant/.

LinkedIn Learning Opportunity: Joan Hollen provided information on an opportunity for job seekers interested in online training to receive a free LinkedIn Learning license. The SVWDB received 500 LinkedIn Learning Licenses from the Virginia Community College System on behalf the Governor's Workforce Advisor. The LinkedIn Learning licenses will provide interested jobseekers access to over 5,000 training and certification courses, all free of charge. For additional information email learning@vcwvalley.com. The licenses are valid through March 31, 2022.

Building Maintenance Technician Program: Bonnie Zampino provided an overview of the Building Maintenance Technician Program designed to serve at risk, out of school youth while assisting employers in the region who have been unable to find talent needed for facility maintenance. The pilot program was developed through a public/private partnership consisting of employers in the facilities maintenance sector, Lord Fairfax Community College, a community partner, the Virginia Career Works - Winchester Center, and the SVWDB.

Six Opportunity Youth participated in the program and received instruction through a pre-apprenticeship like model that included a combination of classroom and on-the-job training as well as customized life and workforce skills coaching. Program participants received short-term, hybrid training and skill development across trade areas focused on building maintenance, renovations, electrical, plumbing, and HVAC. Upon completion of the program, participants may enter employment and continue on a building trade's career pathway, possibly through registered apprenticeship. The model is scalable and replicable for a number of entry-level, high skill and high wage careers.

U.S. DOL Disability and Employment Initiative: A team of Winchester workforce partners received a competitive grant to design and test innovative ideas to strengthen workforce system capacity to increase employment opportunities for people with disabilities. Samantha Greenfield from the Department for Aging and Rehabilitative Services led the initiative in partnership with VEC, SVWDB, VCW – Shenandoah Valley, Frederick County Public Schools, and LFCC/Northern Shenandoah Valley Adult Education. The team identified business engagement as a challenge for the project and worked with DOL contracted consultants to develop a solution and product that can be replicated across the country. The result was an employer Empathy Interview process to connect with employers, businesses and HR professionals to learn the challenges employers are facing and to design a hiring and retention toolbox for working with employers. See the attached *DOL Disability and Employment Bootcamp Prototype* for details of the initiative.

Other Business/Public Comment: There was no additional business and no requests for public comment. The meeting adjourned at 11:40 a.m.

Respectfully submitted,

Joan Hollen

***The next Joint Meeting of the SVWDB Board and Chief Elected Officials Consortium
October 14, 2021, 10:00 a.m. – noon, Location: In Person-TBD***

**Equal Opportunity Employer/Program
Auxiliary aids and services are available upon request to individuals with disabilities
TDD: VA Relay Center: 711 or 800.828.1120**

a proud partner of the American Job Center Network

This workforce product was created using 100% of federal U. S. Department of Labor Employment and Training Administration Workforce Innovation and Opportunity Act (WIOA) award of \$1,460,148 (#AA-33260-19-55-A-51) made to Page County on behalf of the Shenandoah Valley Workforce Development Area by the pass-through entity, the Virginia Community College System. No costs of this product were financed by nongovernmental sources. The information contained herein does not necessarily reflect the official position of the U.S. Dept. of Labor.

SVWDB Program Year 2020/21 / Fiscal Year 21-22
Budget for Finance Committee and Board Review & Approval October 14 2021

	ADULT	DW	YOUTH	Other	Total
REVENUE					
Formula Funding	\$ 441,669	\$ 541,817	\$ 551,160	\$ -	\$ 1,534,646
Projected PY20/FY20 Carry-in Funds	\$ 317,387	\$ 462,579	\$ 453,363	\$ -	\$ 1,233,329
Return to Earn Grant from State of VA (VCCS Administered)				\$ 117,356	\$ 117,356
Total Funds Available	\$ 759,056	\$ 1,004,396	\$ 1,004,523	\$ 117,356	\$ 2,885,331
Recommended transfer WIOA DW to Adult	\$ 500,000	\$ (500,000)	-	-	-
Total after transfer	\$ 1,259,056	\$ 504,396	\$ 1,004,523	\$ 117,356	\$ 2,885,331
INVESTMENT AREAS					
PY20/FY21 Carry-In Obligations - Projected (Detail Below)					
Personnel Costs	\$ 695,631	\$ 219,673	\$ 305,101	\$ -	\$ 1,220,405
Operating Costs	\$ 98,520	\$ 31,112	\$ 43,211	\$ -	\$ 172,843
Direct Client Services - Tuition Assistance	\$ 285,000	\$ 90,000	\$ 125,000	\$ 117,356	\$ 617,356
- Supportive Services				\$ -	
One Stop Center Operating Costs	\$ 58,710	\$ 18,540	\$ 25,750	\$ -	\$ 103,000
Workforce Strategy	\$ 34,200	\$ 10,800	\$ 15,000	\$ -	\$ 60,000
Statutory Mandates - Budget Needed	\$ 1,172,061	\$ 370,125	\$ 514,062	\$ 117,356	\$ 2,173,604
Total Carryover to 2022-2023	\$ 86,995	\$ 134,271	\$ 490,461	\$ -	\$ 711,727
2021-22 Operations Plan "EXPAND PRODUCTS AND SERVICES" Funding in 2021-22 Budget					
Youth Curriculum - Online Google Classroom & other platforms-Staff	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
N2W Software staff support for Provider and Jobseeker Network				Staff Support in Personnel Costs	
Communications - New materials and process for N2W	\$ 7,000	\$ 6,000	\$ 7,000	\$ -	\$ 20,000
N2W - Develop resources to expand support services				Staff Support in Personnel Costs	
Total for Expand Products and Services	\$ 7,000	\$ 6,000	\$ 12,000		\$ 25,000
2021-2022 Operations Plan "NEW PRODUCTS AND SERVICES" Funding in 2021-22 Budget					
N2W Communication Plan focused on service delivery	\$ 12,000	\$ 11,000	\$ 12,000	\$ -	\$ 35,000
Curriculum for Staff Training in essential skills and exec functioning	\$ 12,500	\$ 5,000	\$ 12,500	\$ -	\$ 30,000
Mobile Learning Van	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000
Employer Round Tables	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ 6,000
Total for New Products and Services	\$ 27,500	\$ 16,000	\$ 32,500	\$ -	\$ 76,000
Net Total Carryover to 2022-2023	\$ 52,495	\$ 112,271	\$ 445,961	\$ -	\$ 610,727

Financial Leadership Training

SVWDB and Chief Elected Officials Consortium

The development and delivery of financial leadership training for the SVWDB and CEO Consortium members. The training purpose is to increase Board and Consortium member financial knowledge regarding their leadership role and responsibilities as a governing and oversight body under the WIOA. Prepared and presented by Lori Strumpf with STRUMPF Associates: Center for Change. **Amount: \$2,750 + travel**

Delivery Method

- Conduct 4 mini-sessions at 4 consecutive combined Board and CEO Consortium meetings, beginning on April 8th.
- Each session will be 30 minutes at a time to be scheduled, which could be at the end of each board meeting.

Potential Topics (To be refined and finalized through mutual agreement by the Company and Consultant.)

I. Ethic Responsibilities

Nonprofits rely on the public trust to do their work. That is why it is so important that nonprofits continuously earn the public's trust through their commitment to ethical principles, transparency, and accountability. Nonprofits have much liberty, depending on the funding source, in choosing how to run their operations and that applies to receiving and spending funds. Nonprofits are apt to be more closely scrutinized because of past unethical behavior of nonprofits that have made unwise decisions. There are six areas in particular where ethical issues arise in the nonprofit sector: compensation; conflicts of interest; publications and solicitation; financial integrity; investment policies; and accountability and strategic management.

Key points to cover during this mini-session include:

- Just because it is legal does not mean it is ethical.
- Fiduciary responsibilities, what a nonprofit board legally has to do, such as approving the budget, setting financial priorities, and making decisions for the organization.
- Common types of ethical dilemmas regarding financial integrity for WDBs/not for profits.

II. Resource Development

Fundraising is typically event focused. Resource development planning, on the other hand, is process focused. Resource development means the study, establishment, and implementation of additional resources or services, which will extend the capabilities of the organization to better serve customers.

Key points to cover during this mini-session include:

- Identifying and developing relationships with potential funders.
- Board and staff roles and capacity required to focus on resource development.
- Benchmark setting, ratio of WIOA funding to other funding sources.

III. Strategic Budgeting

A key component of financial sustainability is the commitment of board and staff to financial management that includes timely review of financial reports and advance planning. One way that board and staff plan for income and expenses in the future is by creating a budget. Approval of the annual budget is one of the fundamental building blocks of sound financial management.

Creating the annual budget is initially staff's responsibility, but board members (usually those on the "finance committee" and/or "executive committee") often review the proposed budget and the full board usually adopts the budget at a full board meeting. The approved budget then serves as a guide for financial activity in the months ahead. Budgets should not be "written in stone" because the financial position and/or service requirements of the nonprofit may change during the year.

Key points to cover during this mini-session include:

- Managing restricted funds.
- Setting financial goals connected to the organizational strategy.
- Planning for different revenue scenarios.
- Monitor your financial position.

IV. Organizational Operations and Budgeting/Financing Impacts

As the organization takes on operating the WIOA program and serving as the One Stop Operator, the operations of the organization are becoming more complex. The board and organizational structure is changing. One way to ensure prudent financial management is for the board of directors to understand the primary financial policies and to determine, with the Consultant's review, if additional financial policies are needed or if current financial policies need to be modified.

Key points to cover during this mini-session include:

- Review of current financial policies of the organization.
- Understanding the different/expanding funding streams.
- Distinguishing board and staff responsibilities in an expanding and complex organization.



October 4, 2021

Sharon Johnson, Executive Director
Shenandoah Valley Workforce Development Board
1076 Jefferson Highway
Staunton, Virginia 24401

Dear Dr. Johnson,

This letter is in response to the Shenandoah Valley Workforce Development Board's (SVWDB) request for approval to provide Workforce Innovation and Opportunity Act (WIOA) Individualized and Follow-Up Career Services through Program Year (PY) 2022. The VCCS team conducted its review in accordance with Virginia Board of Workforce Development (VBWD) policy #401-03, Provision of Career Services.

The review team noted that the request from Shenandoah Valley Workforce Development Board, Inc. included justification that addressed areas that were considered poor contractor performance, and the SVWDB made several key improvements including:

- Improvements in tracking obligations;
- Consistent job seeker enrollments throughout the program year and higher enrollments;
- Effective tracking of directed client funds with steady and strategic spending;
- Continuous training and support of coaching staff;
- Decreased staff turnover;
- Implementation of a regional staffing structure;
- Cost savings have been realized by not having a contractor's indirect and/or profit to pay;
- In terms of performance, the SVWDB met some of its Federal Performance Outcomes, though improvement is still needed as noted below:
 - **Adult:** Measurable Skills Gain (MSG) are below Negotiated Levels for 3 Qtrs. & Cumulative estimate.
 - **Youth:** Median Earnings 2nd Quarter after Exit and MSG values are all below Negotiated Levels for 3 Qtrs. & Cumulative estimate.

After consultation with the Governor's Secretary of Labor on the waiver request and the justification as stated above, I, as the Director of WIOA Title I Administration, am issuing this letter on behalf of the Governor's Secretary of Labor, approving the waiver request authorizing the SVWDB to provide WIOA Title I Individualized and Follow-Up Career Services for the Local Workforce Development Area served by the SVWDB, contingent upon the following conditions:

- ✓ The SVWDB must continue to maintain appropriate controls, including firewalls, and performance review processes as documented in policy, organizational charts, and position descriptions (to ensure the avoidance or appearance of any conflicts of interest by the SVWDB in the provision of career services in its own LWDA).
- ✓ The SVWDB must continue to adhere to the SVWDB Segregation of Duties Policy, the SVWDB Conflict of Interest Policy, and the SVWDB Internal Controls Process documentation.
- ✓ The SVWDB must continue to meet or exceed the required WIOA Title I performance measures on an annual basis.



- ✓ The SVWDB must address all compliance issues effectively as reported on the annual WIOA Title I Monitoring Report issued by the Virginia Community College System (VCCS) and must not have any findings resulting in disallowed costs.
- ✓ The SVWDB must manage WIOA Title I funds effectively to avoid recapture.
- ✓ The SVWDB must participate in quarterly calls with VCCS staff to discuss progress on its performance outcomes.

The SVWDB must send a letter to the Director of WIOA Title I Administration no later than February 15, 2022, indicating if there is intent to seek approval for continuation of the waiver. The letter must include information regarding progress towards meeting performance targets for WIOA Title I services. Future approvals of waiver requests will be based on the performance by the LWDA on the above stated conditions. In addition, the SVWDB must provide the Director of WIOA Title I Administration with an updated response to the seven questions included within the template "Request for Governor's Approval for Local Workforce Development Board to Provide WIOA Individualized and Follow-up Career Services".

Upon receipt of the letter and updated responses, the Director of WIOA Title I Administration will review and consult with the Governor's Secretary of Labor to issue a determination. The results of the annual WIOA Title I monitoring review will be considered as part of the waiver continuance approval process.

Sincerely,

A handwritten signature in black ink, appearing to read "G. Taratsas", is positioned below the word "Sincerely,".

George Taratsas, Director
WIOA Title I Administration & Compliance

Copy: Dr. Megan Healy, Secretary of Labor, Office of the Governor
Jeff Stapel, Chair, Shenandoah Valley Workforce Development Board
Morgan Phenix, Chairman, Shenandoah Valley Chief Elected Officials Consortium



October 4, 2021

Sharon Johnson, Executive Director
Shenandoah Valley Workforce Development Board
1076 Jefferson Highway
Staunton, Virginia 24401

Dear Dr. Johnson,

This letter is in response to the Shenandoah Valley Workforce Development Board's (SVWDB) request for approval to provide Workforce Innovation and Opportunity Act (WIOA) One Stop Operator (OSO) services through Program Year (PY) 2022. The VCCS team conducted its review in accordance with Virginia Board of Workforce Development (VBWD) policy #300-02, One Stop Delivery.

The review team noted that the request from the SVWDB was predicated on the following justification, which addressed several key factors:

- First, the SVWDB released a RFP on April 28, 2021, seeking a vendor to contract with to assume the role of OSO. Proposals were due May 29, 2021, and no proposals were received;
- For the release of the OSO RFP there was an announcement on the www.vcwvalley.com/procurement web page and announcements were posted on social media (Facebook, LinkedIn, and Twitter). An announcement also was emailed directly to nine workforce contractors;
- The SVWDB leadership team, consisting of Executive and Finance Committee members and other key board members, continue to go through an organizational strategic planning process to ensure that the organization structure has the capacity, staffing, and resources to implement the strategic goals as identified through the workforce system strategic planning process and for the implementation of the Network2Work service delivery model;
- The SVWDB has confirmed it has program partner and CLEO support for the waiver request;
- In terms of performance, the SVWDB met some of its Federal Performance Outcomes, though improvement is still needed as noted below:
 - **Adult:** Measurable Skills Gain (MSG) are below Negotiated Levels for 3 Qtrs. & Cumulative estimate.
 - **Youth:** Median Earnings 2nd Quarter after Exit and MSG values are all below Negotiated Levels for 3 Qtrs. & Cumulative estimate.

After consultation with the Governor's Secretary of Labor on the waiver request and the justification as stated above, I, as the Director of WIOA Title I Administration, am issuing this letter on behalf of the Governor's Secretary of Labor, approving the waiver request authorizing the SVWDB to provide WIOA Title I One Stop Operator Services for the Local Workforce Development Area served by the SVWDB, contingent upon the following conditions:

- The SVWDB must continue to maintain appropriate controls, including adherence to segregation of duties procedures, conflict of interest protocols, and performance review processes as documented in policy and organizational charts, as approved by the LWDB.
- The SVWDB must continue to meet or exceed the required WIOA Title I performance measures on an annual basis.



- The SVWDB must participate in quarterly calls with VCCS staff to discuss progress on its performance outcomes.
- The SVWDB must address all compliance issues effectively as reported on the annual WIOA Title I Monitoring Report issued by the Virginia Community College System (VCCS) and must not have any findings resulting in disallowed costs.
- The SVWDB must manage WIOA Title I funds effectively to avoid recapture.

Thank you for your time and attention.

Sincerely,

A handwritten signature in black ink, appearing to be "GT", written over a light blue horizontal line.

George Taratsas, Director
WIOA Title I Administration & Compliance

Copy: Dr. Megan Healy, Secretary of Labor, Office of the Governor
Jeff Stapel, Chair, Shenandoah Valley Workforce Development Board
Morgan Phenix, Chairman, Shenandoah Valley Chief Elected Officials Consortium



Shenandoah Valley Workforce Development Board, Inc. (LWDA 4)

WIOA Title I Youth Program – Local Waiver

Request

The Workforce Innovation and Opportunity Act (WIOA) requires the competitive procurement of Title I Youth Services. Procurement is not required if the local WIOA grant recipient, the Chief Elected Officials Consortium (CEO), the fiscal agent, and the Shenandoah Valley Workforce Development Board (SVWDB) agree to forgo procurement and agree to provide Title I Youth Services. Page County is the WIOA grant recipient for the SVWDB and the SVWDB is the designated fiscal agent. During the initial implementation of the Youth Program, the Executive Committee served as the Youth Committee. This has been working well and will continue through this program year while the board works to restructure.

Therefore, an additional waiver is requested for Page County as the WIOA grant recipient, the Shenandoah Valley Chief Elected Officials Consortium (CEO), and the Shenandoah Valley Workforce Development Board (LWDA 4) to provide WIOA Title I Youth Program services again for the current program year. Services will continue to be provided at the American Job Centers known as the Virginia Career Works Centers located in Harrisonburg as the comprehensive center, in Winchester as the affiliate center, and in Fishersville as a satellite location. In addition to these physical locations, the SVWDB is working to create satellite locations across the valley in order to provide remote access to individuals with transportation barriers. While administering the youth program, the SVWDB has been able to increase enrollments and provide innovative programming options, including the Building Maintenance Technician program; a cohort program developed to provide classroom training and work experience to prepare youth to enter the workforce. The SVWDB would like to broaden this initiative and continue to exceed enrollment goals. Through administering the programs, we have also developed several best practices that we would like to continue over the next program year.

Background

The Department of Labor issued the Final Rules to implement WIOA Title I services, which provides the local grant recipient, the CEO Consortium, and the Local Workforce Development Board (LWDB) flexibility to award grants or contracts for youth services in accordance with WIOA sec. 123.

As it relates to the competitive selection requirement, 20 CFR Part 681, *Youth Activities under Title I of the Workforce Innovation and Opportunity Act*, has language that addresses questions and concerns regarding procurement of WIOA Title I Youth Program services. In particular, Subpart C – *Youth Program Design, Elements, and Parameters*, Section 681.40 clarifies that competitive procurement requirements in Sec. 123 of WIOA apply only if the LWDB chooses to award grants or contracts to youth service providers to deliver some or all of the youth program elements. The 14 youth program elements are:

1. Tutoring, study skills training, and instruction leading to secondary school completions, including dropout prevention strategies;
2. Alternative secondary school offerings or dropout recovery services;
3. Paid and unpaid work experiences with an academic and occupational educational component;
4. Occupational skill training, with a focus on recognized postsecondary credentials and in-demand occupations;
5. Leadership development activities (e.g., community service, peer centered activities);
6. Supportive services;
7. Adult mentoring;
8. Follow-up services for at least 12 months after program completion;
9. Comprehensive guidance and counseling, including drug and alcohol abuse counseling;
10. Integrated education and training for a specific occupation or cluster;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide labor market information about in-demand industry sectors and occupations;
14. Postsecondary preparation and transition activities.

Performance and Budget

SVWDB's Title I Youth Program did not meet its performance metrics for the previous youth program year. We attribute this to the shutdowns required during COVID-19, as well as the need to "exit" a significant amount of individuals at the beginning of the program year who had not been in contact with the previous contractor. We hope that the lifting of COVID restrictions, and the practice of designating Youth Coaches and a Follow Up Specialist will result in higher performance metrics this program year. The SVWDB has maintained financial integrity while operating the Youth Program. Title I Youth Program Funding is approximately \$1,004,523 for Program Year 2021.

A focus of the SVWDB youth program last year was innovative programming. Part of that service delivery included Network2Work, a new model connecting resources to individuals, and individuals to employment. Due to software complications and lack of a clear pathway to WIOA, the SVWDB had to look at different innovative models to assist youth in the most comprehensive way possible. One of the results of this change in direction was the OSY Fast Track Work Experience Initiative. This initiative combines training providers, employers, and WIOA and non-WIOA resources together to deliver a fast track training module that can be adapted to any in demand occupation.

This initiative was piloted for the first time May through July 2021 with six (6) youth job seekers for the Building Maintenance Technician occupation. The SVWDB promoted the program to youth job seekers to gain enrollments, identified the employers offering Work Experiences to the participants, and brought both employers and training providers together to design a hands on training in order to provide all the knowledge required for participants to gain employment in the field. The program was a success, with all six youth graduating with a minimum of one job offer per participant.

SVWDB Youth Services Program Design

Youth Coaches at Virginia Career Works service sites will continue to provide the framework services for the SVWDB's Title I Youth Program. The framework services include intake, objective assessments, development of individual services strategies, case management, and supportive services. Follow up services will be provided by a designated Follow Up Specialist. Framework services will be delivered utilizing the SVWDB Youth Program and the OSY Fast Track Work Experience Initiative. Through a variety of consulting sessions, the SVWDB has also identified a preliminary youth program design, which includes several best practices to keep youth engaged from start to finish and provide the best possible service to youth job seekers.

These best practices include;

1. A minimum of monthly contact for the duration of the program, including follow up.
2. Consistent communication with all providers involved in the job seekers success.
3. Referrals being done through a 'warm hand off' and extensive follow up with each provider.
4. Providing Workplace Essential Skills to all enrolled youth job seekers.
5. Providing a relevant Work Experience to all enrolled youth job seekers.

The SVWDB Youth Program will continue to provide an asset and strength based approach to individual's age 16 to 24 that meet one of the following criteria;

1. High School Drop Out;
 - a. Within the age of compulsory school attendance, but has not attended school for at least the most recent school calendar year quarter;
2. Pregnant or parenting, including non-custodial parent;
3. With a disability;
4. Offender: youth involved in any stage of the juvenile or adult justice system;
5. Homeless or runaway;
6. Involved in any stage of the foster care system;
7. Low income and is:
 - a. The recipient of a high school diploma or its equivalent and is basic skills deficient;
 - b. The recipient of a high school diploma or its equivalent, and is an English Language Learner.

Framework services, including objective assessment administration, individual service strategy development, overall case management and follow up services will be the sole responsibility of the Shenandoah Valley Workforce Development Board. Policies, procedures and best practices for those services will be developed and monitored by the Board, and updated on a consistent basis to ensure continuous improvement.

Through the Employer Network Directors, the SVWDB will continue to work with businesses and provide support to match qualified youth with work experiences, apprenticeship opportunities, and employment – with the goal being that a majority of these work experiences are part of the OSY Work Experience Fast Track Initiative.

The SVWDB will continue to collaborate with providers such as non-profit, community and faith based organizations, and state agencies to leverage funding and resources to address youth basic needs such as childcare, transportation, housing, and training. These organizations will also assist in the provision of the 14 youth elements.

Youth Program Element	Provider
<p>Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent;</p>	<ul style="list-style-type: none"> • Region 6 Adult Education/SHINE • Northern Shenandoah Valley Adult Education • Skyline Literacy
<p>Alternative secondary school services, or dropout recovery services, as appropriate;</p>	<ul style="list-style-type: none"> • Region 6 Adult Education/SHINE • Northern Shenandoah Valley Adult Education • Skyline Literacy • Massanutten Technical Center • Valley Career and Technical Center • Lord Fairfax Community College
<p>Paid and unpaid work experience that have as a component academic and occupational education, which may include –</p> <ul style="list-style-type: none"> • Summer employment opportunities and other employment opportunities available throughout the school year; • Pre-apprenticeship programs; • Internships and job shadowing, and • On-the-job training opportunities; 	<ul style="list-style-type: none"> • Local Area Business Solutions Teams • Local Employers who’s relationships and worksites are developed by the Employer Network Directors
<p>Occupational skills training which may include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area;</p>	<ul style="list-style-type: none"> • SVWDB operating under the VA State Eligible Training Providers List
<p>Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.</p>	<ul style="list-style-type: none"> • Region 6 Adult Education/SHINE • Northern Shenandoah Valley Adult Education

	<ul style="list-style-type: none"> • SVWDB operating under the VA State Eligible Training Providers List
Leadership development opportunities, which may include community service and peer centered activities encouraging responsibility and other positive social behaviors during non-school hours, as appropriate.	<ul style="list-style-type: none"> • Local providers identified by the SVWDB
Supportive services (linkages to community services): <ul style="list-style-type: none"> • Transportation • Child Care • Housing and Accommodation for youth with disabilities • Uniforms • Referrals to Healthcare • Educational Testing 	<ul style="list-style-type: none"> • County Departments of Social Services • Harrisonburg Public Transit • Bright Bus • County Health Departments • Department of Aging and Rehabilitative Services • Department for Blind and Vision Impaired • Area Adult Education Testing Centers • Local providers identified by the SVWDB
Adult mentoring for the period of participation and subsequent period, for a total of not less than 12 months.	<ul style="list-style-type: none"> • Volunteer program developed by the SVWDB
Follow-up services for not less than 12 months after the completion of participation, as appropriate.	<ul style="list-style-type: none"> • Follow Up Specialist
Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.	<ul style="list-style-type: none"> • Area Community Services Board’s • Gemeinschaft Home, Oxford House, Faithworks Inc, and other community based organizations • Area ASAPs • Local providers as identified by the SVWDB
Financial literacy education.	<ul style="list-style-type: none"> • Area banks that provide education free of charge (BB&T, DCCU, etc.)

	<ul style="list-style-type: none"> • FDIC Financial Literacy Program • Employer Network Director
Entrepreneurial skills training.	<ul style="list-style-type: none"> • Shenandoah Valley Small Business Development Center
Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.	<ul style="list-style-type: none"> • Virginia Employment Commission • Business Solutions Teams • Employer Network Director • Youth Coaches
Activities that help youth prepare for and transition to postsecondary education and training.	<ul style="list-style-type: none"> • Local Community Colleges and Technical Centers • Region 6 Adult Education/SHINE • Northern Shenandoah Valley Adult Education • Skyline Literacy • Youth Coaches

Partner working agreements will be developed as needed with provider organizations for the delivery of needed services for WIOA youth. When Youth Coaches cannot access provider services to perform the 14 youth program elements, they will follow supportive services policies and guidelines to acquire and expend supportive services funds or follow procurement procedures to purchase services for youth job seekers.

Action Requested

The Shenandoah Valley Workforce Development Board would like approval from Page County, the local grant recipient, to perform Title I Youth Services for Program Year 2021.

Request:

Jeff Stapel, Chairman, Shenandoah Valley Workforce Development Board
SVWDB Fiscal Agent

Date

Approved:

Morgan Phenix, Chairman, Page County Board of Supervisors
Chairman, Shenandoah Valley Chief Elected Officials Consortium

Date

Amity Mohler, County Administrator, Page County

Date



Shenandoah Valley Workforce Development Board

ELIGIBLE TRAINING PROVIDER DECISION BRIEF

Date: October 7, 2021

Reference: Once it has been determined that a WIOA client is in need of training in order to secure full-time employment and has the ability to successfully participate and complete training and work in the occupation for which he or she is seeking training, the Valley Workforce Center case manager may provide the client with a list of Workforce Development Board-approved “Eligible Training Providers”. Training vendors wishing to be certified as Eligible Training Providers may submit a training provider application and a program application for each program considered by the Board. Both the training provider and program applications are examined for completeness and accuracy by Board staff and acted upon at the next Board or Executive Committee meeting. Eligible Training Provider status is subject to annual performance metric review and recertification by the Board or Executive Committee.

Purpose: The staff has received and reviewed four training program applications. After staff review, program applications are considered complete and have been included for review. Please see attachment “Training Provider/Program Applications Received” for list of training programs to be considered for certification.

Issues: No Issues

Recommendations: The staff recommends review of the training program information, discussion as needed, and a vote to approve or deny eligible training program status for each application. The complete program applications are available at the SVWDB Office for additional review.

Action Suggested: A motion and vote to approve or deny training program certification by the SVWDB.

Effective Date: October 14, 2021

Training Provider/Program Applications October 2021

New Programs Submitted

Training Provider	Course	Credential
JMU Outreach and Engagement	Cloud Engineering Bootcamp	CompTIA A+, CompTIA Cloud+, an Azure Fundamentals Certifications
	Web Development Bootcamp	No credential
	Cybersecurity Bootcamp	CompTIA A+, CompTIA Security +, CompTIA CYSA+, CompTIA Network+, and CompTIA Pentest+ Certifications
	Data Science Bootcamp	Microsoft DA-100 Exam (Certification offered separately from program)



Shenandoah Valley Workforce Development Board

DECISION BRIEF

Eligible Training Program Recertification

Date: October 6, 2021

Reference: Once it has been determined that a WIOA client is in need of training in order to secure full-time employment and has the ability to successfully participate and complete training and work in the occupation for which he or she is seeking training, the Valley Workforce Center case manager may provide the client with a list of Workforce Development Board-approved “Eligible Training Providers”. Training vendors wishing to be certified as Eligible Training Providers may submit a training provider application and a program application for each program considered by the Board. Both the training provider and program applications are examined for completeness and accuracy by Board staff and acted upon at the next Board or Executive Committee meeting. Eligible Training Provider status is subject to annual performance metric review and recertification by the Board or Executive Committee.

Purpose: The staff has received and reviewed 3 program recertification documents. Through the recertification process, state training provider and program performance requirements must be evaluated annually and a level of performance is required to meet or exceed 50% for participant training completion rate and 65% for credential attainment. After staff review, recertification documents are considered complete. Please see attachment “Eligible Training Provider Recertification Performance Information” for a list of training providers and programs to be considered for recertification.

Issues: No Issues

Recommendations: The staff recommends review of the performance information, discussion as needed, and a vote to approve or deny recertification status for each application. The complete recertification packets are available at the SVWDB Office for additional committee member review.

Action Suggested: A motion and vote to approve or deny training provider and program recertification by the SVWDB.

Effective Date: October 14, 2021

**Eligible Training Provider Recertification
Performance Information for Program Year 7/1/2020-6/30/2021**

Bvers Technical Institute

<i>Program</i>	<i># Enrolled</i>	<i># Still in Training</i>	<i># Completed</i>	<i>Completers %</i>	<i># Credential Earned</i>	<i>Completers earning Credential %</i>	<i># Employed after Completion</i>	<i>% Employed after Completion</i>	Median Wage
Accelerated Welding Program	16	1	10	67%	10	100%	3*	30%	\$18.00
Combination Pipe Welding	9	5	4	100%	4	100%	3	75%	

* 7 of the 10 completers are continuing with advanced training

Empowering Health Education

<i>Program</i>	<i># Enrolled</i>	<i># Still in Training</i>	<i># Completed</i>	<i>Completers %</i>	<i># Credential Earned</i>	<i>Completers earning Credential %</i>	<i># Employed after Completion</i>	<i>% Employed after Completion</i>	Median Wage
Nurse Aide	5	0	3	60%	3	100%	2*	67%	13.45

*1 recently hired - employment verification has not been received as of today.



Central and Southern Region Job Fair and Events Updates

Event	# Employers	#Attendees
July Weekly Events	11	18
August Weekly Events	15	11
September Weekly Events	12	0
Simms Event 8/12	12	20
Rockbridge Event 10/5	15	14

- Hiring Events returned to the Center in mid July 2021
- Hiring Events are scheduled Tuesday/Wednesday and Thursday with an AM Session (10am-12pm) and PM Session (1pm-3PM)
- Since July we have served 36 different employers through an individual hiring event or job fair
- Page County Community Workshop – 4 attendees
- Upcoming Job Fair for Staunton, Augusta, Waynesboro area in collaboration with JVSG



Board Meeting Dates 2022

Meetings are held quarterly on the 2nd Thursday of the month from 10:00 a.m. until 12:00 p.m. unless otherwise noted.

January 13, 2022

April 14, 2022

July 14, 2022

October 13, 2022

Meeting Locations to be Announced

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Executive Committee Meeting Dates 2022

Executive Committee meetings are held from 8:30 a.m. until 9:45 a.m. preceding quarterly Board meetings

Equal Opportunity Employer/Program

Auxiliary aids and services are available upon request to individuals with disabilities

TDD: VA Relay Center: 711 or 800.828.1120

a proud partner of the American Job Center Network

This workforce product was created using 100% of federal U. S. Department of Labor Employment and Training Administration Workforce Innovation and Opportunity Act (WIOA) award of \$1,460,148 (#AA-33260-19-55-A-51) made to Page County on behalf of the Shenandoah Valley Workforce Development Area by the pass-through entity, the Virginia Community College System. No costs of this product were financed by nongovernmental sources. The information contained herein does not necessarily reflect the official position of the U.S. Dept. of Labor.